

# SMALL STEPS



## TOOLKIT

June 2020

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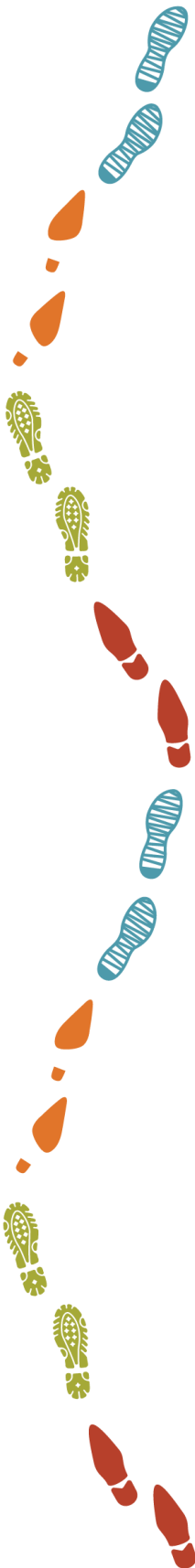
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## Introduction

Based on the outcomes outlined in the Intelligence Community Equal Employment Opportunity and Diversity (IC EEOD) 2017 report, *Diversity & Inclusion: Examining Workforce Concerns Within the United States Intelligence Community* (also referred to as *Workforce Concerns Report*), IC EEOD determined that a program targeting underlying issues could be effective in making the IC a more diverse, inclusive,

**Any workplace harassment, or other forms of discrimination, is contrary to our standards of professionalism.**

**- A Pledge to Our People**

welcoming, and safe place to work. The *Workforce Concerns Report* highlighted six major areas where the IC can take an integrated approach to reduce or eliminate workplace challenges to hiring, developing, and retaining a more diverse workforce.

To spark and drive a community-wide effort to foster an inclusive, welcoming environment for all of our officers and to advance mission success, IC EEOD developed an educational awareness campaign. The Small Steps Campaign facilitates cooperation and collaboration through common themes and messaging that promotes equitable management and workplace practices. It helps foster inclusivity in the workplace and re-emphasizes the importance of diversity and inclusion to the IC's shared mission.

### The Elasticity of Training's Impact

In attempting to change workplace behaviors regarding diversity and inclusion, it is important to accept that we are engaged (symbolically) in a battle with the human brain and how it processes information. Research has shown that training usually has a short-term impact because the brain has been designed and conditioned, over time, to think automatically, react quickly and take limited amounts of information to formulate what it believes to be the most reasonable course of action based on

the information it has available at that point in time. It simply takes too much time and energy to think through each course of action. Because this automatic style of thinking leads to a course of action that usually works, the brain is reinforced to continue thinking in this efficient, if not always most effective or appropriate, manner. Thus training, at best, has only an elastic impact, like a stretched rubber band snapping the brain's way of thinking back into its original approach, often after only a few weeks.

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We cannot win this battle by simply telling the brain, through a series of training approaches, that it is wrong. The brain is neither right nor wrong, but is designed to act with functional efficiency. We may win the



small skirmishes by providing insight to the brain on how it may have been viewing things incorrectly. We can also demonstrate to the brain that it is a prisoner of dozens of biases that reside beneath its consciousness that often lead it to make erroneous decisions. We can also teach the brain that it should be more mindful or deliberative in its thinking. This last approach is more effective and results in more accurate decision-making.

### Continuous Communication, Exposure and Positive Pressure

So, we must change what the brain already believes by replacing existing automatic thoughts with new, more informed ones. This approach takes repetition of positive, stereotype-reducing, accomplishment-focused information and experiential or exposure-based opportunities to interact with members of other diverse groups. We know changes like this can occur with the introduction of repetition and familiarity, as demonstrated when we see what was once a deliberative process (driving a car or juggling) become intuitive.

We have also seen change in human behavior occur through the influence of small acts and in the modeling of appropriate behaviors. Often times we seek the “big” solution to fix big problems. These big efforts are highly visible, garner a lot of attention, and demonstrate that we are taking major action to solve the problem. However, while big solutions often seem valid on the surface, the lasting impact they actually have is often only marginal despite the investments made in these efforts.

In addition, compliance in implemented diversity and inclusion programs is greatly enhanced by building in leadership accountability components. One such example of this comes from research by the NeuroLeadership Institute with the concept of “positive status pressure”.

Essentially, compliance is gently built into the initiative through the positively-framed checking-in with other

leaders/supervisors/managers regarding how processes are faring in incorporating inclusion principles with their work in their own offices/departments.

### Effective Diversity and Inclusion Programs

Studies have shown that training alone is not as effective as training as a part of a broader diversity and inclusion initiative. And there can be pitfalls if the program isn’t well-structured and designed to approach the conversation with multiple perspectives in mind. Successful diversity and inclusion programs avoid alienating members of dominant

demographic groups and convince members of underrepresented demographic groups that the organization is genuinely committed and invested.

**Successful diversity and inclusion programs avoid alienating members of dominant demographic groups and convince members of underrepresented demographic groups that the organization is genuinely**



## About Small Steps

The Small Steps Campaign is designed to advance diversity and inclusion objectives across the IC. It's a systematic and deliberate approach, over time, to identify and implement small, achievable activities to take small steps that foster long-lasting change, and positively expand views regarding women, minorities, and people with disabilities.

### AWARENESS

Participate in training and self-directed research to help you understand why biases exist, their impact, and ways to mitigate them.

### EXPOSURE

Place yourself in opportunities that allow for repeated interaction with members of diverse groups to help diminish stereotypes created or reinforced by popular media, community, friends, and family.

### ACTION

Put what you've been thinking and learning into motion. Proactive efforts are more powerful in increasing awareness and exposure to help mitigate biases.

### SOCIAL ACCOUNTABILITY

Talk to friends and colleagues about improving your diversity and inclusion habits, and ask for social accountability to increase your commitment and follow-through.

### Why Small Steps?

EEO and diversity and inclusion are key to building an Intelligence Community that stands ready to deliver on the urgent need for insightful strategic and anticipatory intelligence, adaptable counterintelligence, innovation, and optimal partnerships. A nation that doesn't seek to understand the perspectives of its adversaries and leverage a diverse workforce will not be prepared to face the complex challenges that define the future of intelligence.

While we increase the diversity of our workforce and perspectives, we must, in turn, ensure the workplace is inclusive and safe for all officers. The IC has begun, and continues, the critical dialogue and engagement necessary to building an inclusive culture at all levels of the IC. The Small Steps Campaign uses a research-based framework to more effectively address the IC's diversity and inclusion challenges.



Research tells us:

- Unconscious bias is a byproduct of the brain's process for forming habits and efficient decision-making.<sup>1</sup>
- Unconscious bias can contribute to discriminatory behavior – even in people who are open-minded and believe themselves to be non-discriminatory.
- Training and programs are most effective when part of comprehensive approaches.<sup>2</sup>
- White males may feel threatened and fear being treated less fairly in organizations where diversity programs have a high profile.<sup>3</sup>
- Diversity initiatives seem to do little to actually convince minorities that organizations will treat them more fairly.<sup>4</sup>
- Members of diverse and inclusive teams are better prepared and more likely to anticipate challenges, arguments and alternatives.<sup>5</sup>
- Diverse and inclusive teams develop more innovative and more successful solutions.<sup>6</sup>
- Deliberative or mindful thinking is the most effective means to ensure a decision is not influenced by unconscious biases, however this is difficult to maintain over time.
- Programs that establish organizational accountability for diversity are more effective than those focused on moderating managerial behavior or addressing social isolation through mentoring and networking<sup>7</sup>

Furthermore, the Small Steps Campaign enables self-guided action and facilitates personal change that, when combined over time with increased participation, will help shape a positive organizational culture. A bibliography is included at the end of this toolkit.

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<sup>1</sup> Banaji, M.R. and A.G. Greenwald. *Blindspot: The Hidden Biases of Good People* (New York: Delacorte Press) 2013. Kahneman, D., *Thinking, Fast and Slow* (New York: Farrar, Straus and Giroux), 2011.

<sup>2</sup> Kalev, A., E. Kelly, and F. Dobbin. "Best Practices or Best Guesses? Assessing the Efficacy of Corporate Affirmative Action and Diversity Policies", *American Sociological Review*, August 2006.

<sup>3</sup> Dover, T.L., B. Major, and C.R. Kaiser. "Diversity Policies Rarely Make Companies Fairer, and They Feel Threatening to White Men", *Harvard Business Review* (January 2016).

<sup>4</sup> Dover, T.L., B. Major, and C.R. Kaiser. "Diversity Policies Rarely Make Companies Fairer, and They Feel Threatening to White Men", *Harvard Business Review* (January 2016).

<sup>5</sup> Phillips, Katherine W. "How Diversity Works", *Scientific American*, vol. 311, no. 4, 42-47; October 2014.

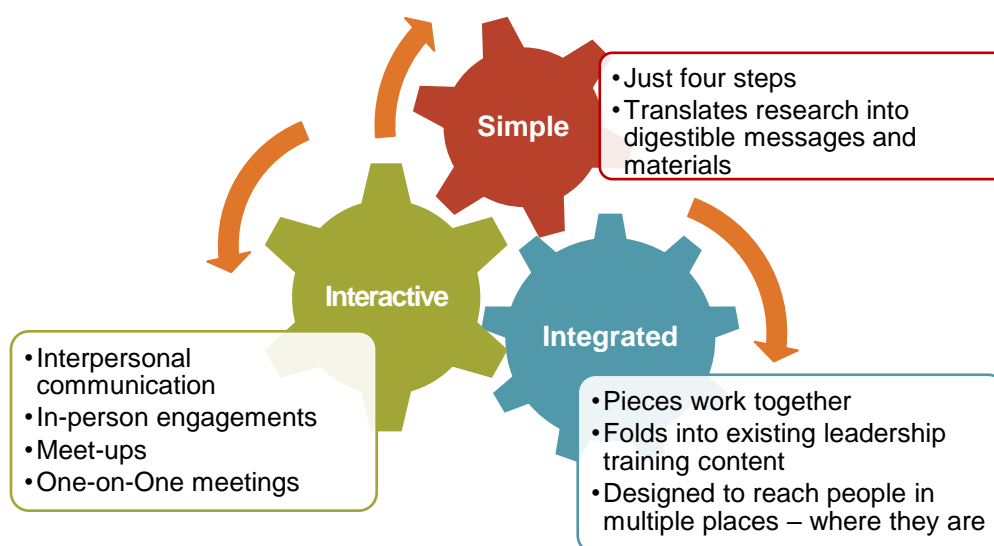
<sup>6</sup> Phillips, Katherine W. "How Diversity Works", *Scientific American*, vol. 311, no. 4, 42-47; October 2014. Neale, Margaret. "Diversity and Work Group Performance", *Insights by Stanford Business*, November 1999.

<sup>7</sup> Kalev, A., E. Kelly and F. Dobbin. "Best Practices or Best Guesses? Assessing the Efficacy of Corporate Affirmative Action and Diversity Policies", *American Sociological Review*, (August 2006).



# How to Use This Toolkit

The Small Steps Program is simple to follow. It emphasizes personal interaction to reinforce lessons and provides experiences that help the brain form new habits. And, the Small Steps Program is integrated with interchangeable, adjustable pieces. It can be used within an existing program or rolled out as a stand-alone program.



IC EEOD will support IC elements' EEO and D&I offices in implementing the Small Steps Campaign in a manner that makes sense for their organizations. The human and capital resources required vary by element, depending upon level of adoption and workforce needs.

Features of the campaign:

- **Ready-to-Use.** Each piece can be used “as is” and comes with recommended guidelines. Where possible, tools are developed in common Microsoft Office applications.
- **Make It Your Own.** Each piece of the toolkit is designed to serve as a finished product or as a springboard. Tailor the tools for the needs of your agency.
- **Focus on Your Campaign.** Because materials are already developed, you can focus on executing the campaign instead of developing pieces.
- **Foster Engagement.** The materials support efforts to host quarterly meetups; conduct briefings for audiences ranging from employees to senior leaders; and encourage self-directed interaction.

# Executing the Campaign

## 1. Choose Goals and Outcomes

- What do you want to accomplish with the Small Steps Campaign in your organization? The goals and outcomes you choose will drive how you employ the tools. Set two to five goals with measurable outcomes for your agency.
- Will your campaign use all or parts of the Small Steps Toolkit? As described above, Small Steps is designed to be used in its entirety or as a component of an existing campaign in your agency.
- How does Small Steps align with other strategies, goals and initiatives within your organization? You may be able to leverage these as you launch and execute the campaign.

## 2. Choose Tools

- Based on the goals and outcomes you've established, brainstorm about the ways you can use the Small Steps Toolkit (this document and the Small Steps Library together) for the best impact. Tools included in the Small Steps Library are listed later in this toolkit.
- When will you need the tools? Do they need to be produced or printed ahead of time? Develop a production timeline and plan to ensure you have what you need when you need it.

## 3. Build a Community

### Recruit a Corps of Ambassadors

Small Steps Ambassadors serve as volunteer briefers, Meetup Facilitators, and volunteers at talks or events. After attending a Small Steps Training, they should be prepared to be active members of your team. Consider these questions:

- What roles will Ambassadors fill?
- How will communication be facilitated so that I/we and the team can stay connected?
- How will the team celebrate the contributions of Ambassadors?
- How will Ambassadors be formally recognized (i.e., certificates of appreciation, notes to supervisors, feature on the internal website, etc.)?

### Create Alliances

Identify and include strategic allies in your campaign. For example, Employee Resource Groups, working groups, and offices and initiatives such as human





capital, innovation, public affairs/strategic communication, ombudsman, historian, and wellness.

### 4. Work with Public Affairs and/or Strategic Communications

Whatever the level of partnership with public affairs and/or strategic communications, meet with them to identify the best ways to work together and get them on board to support the campaign. Some tips to help facilitate success:

- Provide as much ready-to-publish material as possible
- Focus on 30 – 60-minute time windows when requesting a photographer
- Connect your Small Steps stories to organizational efforts and leadership priorities/commitments whenever possible

### 5. Keep Lines of Communication Open with IC EEO

IC EEO is here to assist you by providing suggestions for rolling out your campaign, examples of best practices, references to resources, and collaboration in conceptualizing new tools and other methods to support your campaign.

### 6. Evaluate

Determine and set up ways to track outcomes and impacts, including:

- Website hits
- Volume of materials distribution
- Numbers of volunteers
- Numbers of briefings
- Volume and type of inquiries
- Attendance at meetups
- Meeting and event evaluations

And, IC EEO will share the results of the surveys and questionnaires hosted on the Small Steps home page.

### 7. Launch

Coordinate the launch of your campaign by preparing an article (see Small Steps Library) for your element or agency newsletter, arranging for distribution of a leadership message, pre-scheduling Meetups, arranging guest speakers, and developing standard talking points that set an open, positive and welcoming tone for the workforce. And be prepared to respond to feedback and inquiries as you launch the campaign.



# Briefings

In the Small Steps Library, you'll find a Master Slide Deck with all of the slides that were prepared for all audiences. Using it, you can create presentations for:

- **EEO and Diversity & Inclusion Professionals, and for Small Steps Ambassadors** who will participate in rolling out the Small Steps Campaign in your organization
- **Senior Leaders** within an organization who will implement the Small Steps Campaign, or parts of it, within their directorates, components, and divisions
- **Managers and Supervisors** who will implement the Small Steps Campaign, or parts of it, within their teams
- **Officers and other employees** within the general workforce who will participate in the Small Steps Campaign

The table below details which slides are most appropriate for different audiences. If you create new slides, please share them with IC EEO. Slides with transferable content might be shared with other elements.

**Small Steps Briefing Checklist**

SLIDES	EEO and D&I Professionals and Ambassadors	Leadership	Managers	Workforce
Bottom Line Up Front	X	X	X	
Unconscious Bias	X	X	X	X
SHPR Task Force/WCR	X	X	X	X
Research Summary	X	X	X	X
Research Detailed	B	B	B	B
Right/Wrong Direction	X	X	X	X
What is Small Steps?	X	X	X	X
Small Steps Overview	X	X	X	X
Features	X	X	B	
Pathway Card	X	X	X	X
Getting Started	X	B	B	X
6 Ways to Lead	X	X	X	
Mentoring	X	X	X	
How to Use the Toolkit	X			
Resources (planners)	X			
Resources (users)	X	X	X	X
Bibliography	B	B	B	B

*X = include; B = include in back-up slides*

## Meetups

The objective of the Small Steps Meetup Guide is to facilitate participation in Step 4 – Accountability and support members of the IC in engaging in conscious daily activities to help improve the inclusive environment in our workplaces. Volunteer facilitators (individually or in teams for two or three people) will plan, organize, and set the tone of the meetup sessions throughout the year. On an ongoing basis, guest speakers can be from your own agency or from another IC agency, or from outside the community. Speakers will discuss their experience with Small Steps. What successes and challenges they have experienced, how the successes are celebrated, and how the challenges were overcome. The Small Steps Library includes guidelines for organizing Small Steps Meetups and an agenda template to manage the meetups.

## Training

IC EEOD has created a train-the-trainer curriculum to teach the Small Steps Campaign to EEO and D&I professionals, and to officers who volunteer to serve as Small Steps Ambassadors. EEO and D&I professionals have limited time and capacity to share Small Steps across their organizations along with their other duties and responsibilities. These Ambassadors are officers who can introduce Small Steps to colleagues, answer questions about the program rollout in their respective agencies, and facilitate Small Steps Meetups. Please contact IC EEOD to arrange for a training session for your team.

## Evaluation

IC EEOD has developed pre- and post-surveys, as well as a quarterly questionnaire. Each of these is hosted on the IC EEOD website and the results will be tracked and shared with the IC EEOD Chiefs Council each quarter. In addition, interviews and tag-up meetings will be conducted with IC EEO and Diversity professionals, elements' leaders, and Small Steps volunteers.

## Messages

The Small Steps Toolkit includes two ghost messages:

1. A leadership message introducing the Small Steps Campaign that can be tailored to your element's principal, deputy, or director. It refers to A Pledge to Our People and to the campaign as part of a wider IC initiative.
2. A quarterly check-in message that links back to the IC EEOD questionnaire. IC EEOD will track and analyze the results from the surveys.



# Small Steps Library

The Small Steps Library includes a variety of materials available to all IC elements for use in rolling out the Small Steps Campaign entirely or to supplement agency diversity and inclusion programs. These include:

- Ghost messages for leadership and quarterly check-in
- Meetup Guide and Meetup Agenda
- Master Slide Deck for briefings targeted to different audiences
- Website content and used to build the IC EEOC pages
- Tip sheets for the workforce, leaders and mentors
- Launch article
- Event sign-in sheet
- Copy of *A Pledge to Our People*

The online Small Steps Library has graphics, presentation, guidance and other materials.

And these items:

## Logos, banners and images for print and digital use

These are examples of a Small Steps banner, icon, e-mail signature and vertical pathway images



## Small Steps Pathway Card

These pictures are the front and back of the Pathway Card. It is used for individual goal-setting and progress tracking. Each IC element has received a set of 100 hardcopy Pathway Cards. The Small Steps Library includes three versions:

1. Printer ready
2. Office desktop printing
3. Digital



### Zivelo image

This image, often called Zivelo, is used for closed circuit TV advertising.



### Small Steps Table Tent

This is an image of the Small Steps Table Tent to the right, shows all four steps of the campaign as shoe prints and poses the question: “What steps will you take to build a more diverse and inclusive community?”



### Print-ready posters

The Small Steps Library has digital copies of five posters. Each IC element has received one set of printed posters.



Poster number 1 shown here to the left displays all four steps of the campaign as shoe prints and poses the question: “What steps will you take to build a more diverse and inclusive community?” Each shoe print corresponds to the color assigned to a defined step in the Small Steps Campaign.



Poster number 2 shown here to the left displays the “awareness” step in red and the other three steps in gray. It poses the question: “How will you explore your own viewpoints and preferences to better understand how they impact the workplace?”



Poster number 3 shown here to the left displays the “exposure” step in green and the other three steps in gray. It poses the question: “How will you interact with people and cultures outside of your identity groups to help mitigate your biases?”



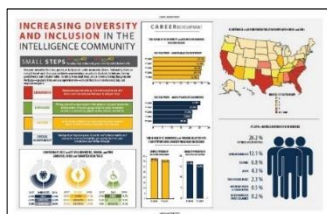
Poster number 4 shown here to the left displays the “action” step in orange and the other three steps in gray. It poses the question: “What activities will you participate in to apply what you’ve learned?”



Poster number 5 shown here to the left displays the “social accountability” step in blue and the other three steps in gray. It poses the question: “Which peer groups, employee-led efforts, or associations will you participate in to measurably improve the work environment?”

### IC EEOD Placemat

The images below display the front and back of the IC EEOD Placemat, which provides demographic data on the IC and information on EEO and diversity efforts. Each IC element has received a set of 50 hardcopy placemats.

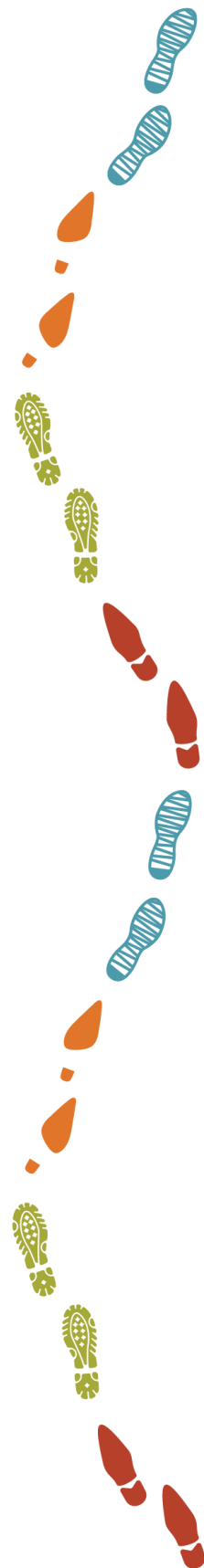


Go to the Small Steps Campaign page to download the items from the library:  
<https://www.dni.gov/index.php/who-we-are/organizations/eeod/small-steps/small-steps-library>

### Other Resource Links

Small Steps Home:

<https://www.dni.gov/index.php/who-we-are/organizations/eeod/small-steps>





## Bibliography

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## Contact

For more information, training, or technical assistance, contact:

**IC Equal Employment Opportunity and Diversity**

Intelligence Community Campus – Bethesda, Erskine Hall, Room 5S-201

301-243-0616

[DNI-EEOD@dni.gov](mailto:DNI-EEOD@dni.gov)





